

# ICPS newsletter

## New phase in development of policy analysis groups in the government of Ukraine

*One of the most important tasks of the government of Ukraine in the process of social transformation is effective change management. The public still has no clear picture of the government's reform policy. In some cases, the position of the government is not easy to understand, and more often than not, its actions are perceived as being not transparent and closed to the public. This explains the lack of public support or confidence in the government and its institutions. The main reason is the undeveloped institutional capacity of the government to work under democratic conditions of multiple interests and a market economy. Among the key principles of effective functioning of the government are division of its activities into political and administrative, following exact standards and procedures, and inspiring public involvement in the policy process*

ICPS continues to collaborate with the government of Ukraine in order to contribute to the development of analytical and institutional capacities of its key agencies. Following this goal, ICPS has launched a new project entitled "Network for Policy Development in the Government of Ukraine", following on the project "Creation of Policy Analysis Groups in the Government of Ukraine", which finished in June. The new project is funded by the Canadian Bureau for International Education (CBIE) and supported by the Embassy of Sweden and Embassy of France in Ukraine.

**Change Management Methodology Group**—the group focusing on administrative reforms. Public servants from the reform departments of the Secretariat of the Cabinet of Ministers of Ukraine, which plays an important role in reforming the government and central executive bodies, will have the opportunity to acquire new skills in change management and preparing governmental institutional and analytical documents.

**Deputy Prime Minister's Consultants and Political Staff Group** includes

employees of the patronage service of the Deputy Prime Minister of Ukraine, Vasyl Rohovyi. All of them will be trained on giving professional policy advice and organizing the day-to-day activities of the deputy prime minister. The main emphasis will be on the division between the administrative bodies and patronage services of the government apparatus.

**Strategic Planning Group** includes representatives of the economic reform and strategic planning departments of the CMU Secretariat. They will continue the work on developing strategic planning mechanisms that was started under pilot project "Creation of Policy Analysis Groups and Information resource Center in the Government of Ukraine".

**Cabinet of Ministers Rules of Order Group** includes employees of the legal department of the Secretariat of the Cabinet of Ministers of Ukraine. The members of this group will continue to work on the Rules of Order for the government and on creating standards for documents, instructions, and methodological recommendations.

A distinctive feature of this project is

its implementation by Ukrainian government officials, with the support of international experts who will provide training and consultations. Technical assistance, as well as special training on policymaking and policy analysis are necessary for the successful implementation of public administration reform initiatives in Ukraine. The project has a new component, absent in the previous project, which has to do with the implementation of administrative reform. The project participants will be developing new standards and institutional documents, and preparing analytical reports on selected topics. The main products of the project are planned to be used in the daily activities of the CMU Secretariat in order to effectively manage the work of the government, to distinguish between the functions of administrative bodies and patronage services of politicians, and to enhance the capacity for change management.

Members of the groups will focus their attention on the following issues of public administration reform and policy development:

- defining criteria and methodology for evaluating the effectiveness of administrative reform, in order to develop the institutional capacity of the government to manage change;
- enhancing the institutional capacity of the Deputy Prime Minister's Service, including defining the functions and mechanisms for cooperation between policy advisors and public servants of the Secretariat in the process of developing policy and government decision making;

- developing mechanisms for the implementation of strategic planning, and compiling instructions and methodological manuals;
- continued work on a new redaction of the Rules of Order of the CMU, taking into account standards and procedures of policy analysis, the need for effective interdepartmental communications and public hearings.

The project started on 1 October and will last six months. Each group is

developing its own objectives, according to the priorities of day-to-day work of its members.

As part of the project, on 12 of October a meeting organized between participants of both projects, representatives of the Canadian International Development Agency and other donor organisations, officials from the Administration of the President of Ukraine, the CMU Secretariat, and the Ukrainian Academy of Public

Administration. The goal of the meeting was to establish contacts between fellows researching different aspects of public policy and taking part in the design and implementation of public administration reform. ■

*For more information, please contact Andrii Vyshnevsky, ICPS director of public administration reform projects, at e-mail: [avyshnevsky@icps.kiev.ua](mailto:avyshnevsky@icps.kiev.ua) or phone: (380-44) 462-4937.*

# Ukrainian government officials examine Canadian experience of public consultations

***To make the right decision it is important to have alternative policy options. To formulate these options, it is necessary to have the results of public consultations and to increase public involvement, which will reveal public attitudes to the actions of the government***

The project titled "Institutional Capacity to Develop Economic Programs", carried out by the Ministry of Economy and ICPS, has passed into a new phase. Now the participants of the project are focusing their attention on the issues of organising and increasing public involvement in policymaking. The government officials taking part in the project learned about the experience of the Commission on the Future of Health Care in Canada.

The mandate of the Commission is to recommend policies and measures to establish long-term sustainability and accessibility of healthcare system. The system should be publicly funded and should meet the requirements of the 21st century. The Commission has established dialogue with the Canadian public on issues of healthcare in the country's future.

The activities of the Commission fall into two stages. The first stage is collecting and analysing facts, resulting in an interim report or a problem report. The second stage emphasises dialogue with the Canadian public and interested stakeholders. After consultations with the public, the Commission shall consider all the material and prepare a final document.

This document must reveal different public viewpoints on the problem. Thus, the government will have an opportunity to take into account public recommendations and comments while considering different policy options. This mechanism ensures the involvement of the public and other interested parties in policymaking and decision making.

During a seminar at ICPS titled "Conducting Policy Consultations", Larisa Lozowchuk, an expert of the Commission on the Future of Health Care in Canada, focused her attention on the procedural aspect of conducting government-initiated policy hearings with the public. She described each stage of such consultations.

Governments may conduct hearings to fulfill one or more of the following aims:

- to collect information;
- to assess support for alternative policy options;
- to resolve conflicts among competing interests;
- to improve the credibility and legitimacy of government action;

- to build support for the government's preferred option;
- to win support of groups involved in the decision-making process;
- to ensure cooperation in the implementation after the decision has been made.

On the basis of the Commission's experience, conducting policy hearings can be divided into the following stages:

- (1) preparation;
- (2) design;
- (3) implementation;
- (4) synthesis;
- (5) feedback;
- (6) follow-up; and
- (6) evaluation.

To successfully conduct policy hearings the Canadian experts recommend following principles such as commitment to achieve success, clarity of goals, timely distribution, objectivity, adequacy of resources, coordination, accountability, evaluation, and active citizenship. ■

*All the materials of the seminar "Conducting Policy Consultations" are available on-line at: [http://www.icps.kiev.ua/eng/training\\_materials.html](http://www.icps.kiev.ua/eng/training_materials.html)*

*For more information please contact Andrii Bega at e-mail: [abega@icps.kiev.ua](mailto:abega@icps.kiev.ua) or by phone: (380-44) 462-4937.*

*ICPS Newsletter* is a weekly publication of the International Centre for Policy Studies delivered by electronic mail. To be included in the distribution list mail to: [marketing@icps.kiev.ua](mailto:marketing@icps.kiev.ua). *ICPS Newsletter* is published by the ICPS Publications Group. *ICPS Newsletter* editor Maria Melnyk ([mmelnyk@icps.kiev.ua](mailto:mmelnyk@icps.kiev.ua)) English text editor D. (Ksenia) Ovcharenko. Articles may be reprinted with ICPS consent.

The International Centre for Policy Studies is an independent non-profit research organisation whose mandate is to promote the introduction of public policy concepts and practices in Ukraine. Address: 8/5 Voloska Street, Kyiv 04070, Ukraine Phone (380-44) 462-4937/38/48. Fax (380-44) 463-5970 Web-site: <http://www.icps.kiev.ua>